

LA-UR-20-28968

Approved for public release; distribution is unlimited.

Title: Corrective Actions Plan for Real Property Asset Management - Triad
Infrastructure Programs Office

Author(s): Keith, Edmond Burl

Intended for: Plan deliverable to NNSA Los Alamos Field Office (NA-LA)

Issued: 2020-11-03

Disclaimer:

Los Alamos National Laboratory, an affirmative action/equal opportunity employer, is operated by Triad National Security, LLC for the National Nuclear Security Administration of U.S. Department of Energy under contract 89233218CNA000001. By approving this article, the publisher recognizes that the U.S. Government retains nonexclusive, royalty-free license to publish or reproduce the published form of this contribution, or to allow others to do so, for U.S. Government purposes. Los Alamos National Laboratory requests that the publisher identify this article as work performed under the auspices of the U.S. Department of Energy. Los Alamos National Laboratory strongly supports academic freedom and a researcher's right to publish; as an institution, however, the Laboratory does not endorse the viewpoint of a publication or guarantee its technical correctness.

Corrective Actions Plan for Real Property Asset Management

Triad Infrastructure Programs Office

Ed Keith, Program Director
Infrastructure Programs Office (IFPROG)

September 18, 2020

LA-UR-XXXX

Purpose

The purpose of this Triad Infrastructure Programs Office (IFPROG) Real Property Asset Management (RPAM) Corrective Actions Plan (CAP) is to formally identify and document completion of the associated corrective actions. It presents IFPROG work scope in the context of executing RPAM requirements and Comprehensive Site Planning; the drivers and rationale for the corrective actions; and, a corrective actions summary table that includes the scope, owner, deliverables with dates, and implementation status.

Background

The Department of Energy (DOE) and National Nuclear Security Administration (NNSA) requirements for RPAM are established under DOE Order 430.1C and Supplemental Directive (SD) 430.1, respectively.

At Los Alamos National Laboratory (LANL), the NNSA Los Alamos Field Office (NA-LA) has primary responsibility for providing Federal oversight of Triad's execution of RPAM requirements and Comprehensive Site Planning through the Prime Contract for Management and Operations of LANL (Contract No. 89233218CNA000001).

As part of Triad's Associate Directorate for Facilities and Operations (ALDFO), IFPROG has key institutional responsibilities for specific aspects of RPAM, and is the institutional lead for site planning at LANL. Not all RPAM aspects are the responsibility of IFPROG. For example, facility maintenance responsibilities are managed by a different organization within ALDFO. This corrective actions plan focuses on work scope specific to IFPROG's institutional responsibilities. Key IFPROG responsibilities include, but are not limited to, the following:

- supporting NNSA in complying with DOE Order 430.1C;
- implementing NA SD 430.1 requirements;
- executing Prime Contract real property asset management directions;
- prioritizing, tracking, and executing all Real Property Actions; and
- establishing and implementing Comprehensive Site Planning.

Drivers and Rationale

This RPAM CAP is a Triad initiative in response to DOE and NNSA changes to DOE O 430.1C and SD 430.1 respectively, new NA-LA direction under the Prime Contract, a shift in focus on key Real Estate issues, consistently unfavorable NA-LA Prime Contract performance feedback, and a centralized effort to establish and execute an institutional comprehensive site planning capability.

The transition of the LANL management and operations (M&O) Contract from Los Alamos National Security, LLC (LANS), to Triad, LLC (Triad), coincided with major changes to RPAM guidance and requirements including DOE O 430.1C and NNSA SD 430.1.

These changes prompted NA-LA to direct Triad to develop a plan to implement the new RPAM guidance and requirements. New guidance included changes to existing Real Estate documentation as well as additional Real Estate actions requiring preparation of Preliminary Real Estate Plans (PREP) for all Real Estate actions. This prompted Triad to focus more directly on key Real Estate issues including at-risk agreements, leases in holdover, and new required leasing. During this transition, Triad has consistently received unfavorable performance feedback in Prime Contract Trimester reviews and the Performance Evaluation and Measurement Plan (PEMP) with respect to the processes and products associated with PREP packages.

After decades of inadequate site planning, Triad is fully engaged in transitioning the LANL site operations to include an institutional comprehensive site planning capability through the development of a Campus Master Plan and associated area development plans. The need for a comprehensive site planning capability is identified in the Prime Contract and further emphasized in a Contract Officer (CO) letter directing Triad to implement comprehensive site planning. Developing this capability requires significant changes in how site infrastructure and land use planning is evaluated, prioritized, communicated, and executed to support the mission and operations (near, mid, and long-term) of the LANL site. This effort also provides an opportunity to better align the site planning process with NNSA Headquarters (i.e., NA-50) and NA-LA current and out-year priorities and planning processes.

Finally, Triad recognizes the LANL site currently does not have an adequate contractor assurance system in place for RPAM and that Triad must bring more transparency and collaboration with federal staff on issues such as infrastructure planning and execution to ensure clear alignment between requirements and performance exists and is communicated effectively. As a means of addressing these drivers and considerations, IFPROG has developed and will implement this RPAM CAP in fiscal year 2020.

Corrective Actions

The corrective actions in this plan are designed to improve execution of RPAM and Comprehensive Site Planning implementation, communication, and performance by

- establishing a shared understanding of existing and changed requirements,
- conducting on-going management self-assessments and performance tracking,
- identifying and tracking key process improvements, and
- enhancing the institutional site planning capability at LANL.

This CAP includes the following eight separate but related corrective actions:

1. Develop/utilize a new RPAM Assessment Tool
2. Develop/utilize a new RPAM/Comprehensive Site Planning Status Tracking Dashboard
3. Develop/utilize a new Real Estate Tracking and Prioritization Tool
4. Develop/utilize new Management Training for Real Estate Actions
5. Modify work processes to improve the quality of Real Estate Documents
6. Develop/utilize a comprehensive Campus Master Plan (CMP) Communications Strategy
7. Revise the LANL Site Planning Procedure P941
8. Acquire new resources (personnel) to support RPAM implementation

The scope and intended purpose of each corrective action is clarified the following paragraphs.

RPAM Assessment Tool

Triad will continue to develop and use a RPAM Assessment Tool spreadsheet that identifies all applicable RPAM requirements associated with DOE O 430.1C and NNSA SD 430.1, Prime Contract requirements, and CO letter direction for RPAM and Comprehensive Site Planning. This corrective action enables Triad to organize requirements, track the origin and scope, track modifications, evaluate and communicate how the requirements are addressed, and establish/prioritize actions to improve how requirements are implemented. The tool is considered a living document and is designed to enhance communications between Triad and NA-LA with respect to Prime Contract Trimester reviews and implementation of the PEMP.

RPAM, Prime Contract, and Comprehensive Site Planning Status Tracking Dashboard

Triad will provide a high-level summary of progress implementing the basic IFPROG functions associated with RPAM, Prime Contract, and Comprehensive Site Planning responsibilities through the development and use of a Status Tracking Dashboard. The status summary information in the dashboard will be presented as a stop light chart that includes a brief description of the basic function, criteria-based performance metrics, issues, and associated action items as appropriate. Other metrics and graphics may be added as necessary. The basic functions of RPAM include, but may not be limited to, the following: Planning and Budgeting, Acquisition, Sustainment, Disposition, Performance Measurement, and Reporting Systems. The basic functions of the Prime Contract include, but may not be limited to, the following: Contract Requirement Document scope and CO Letters. Finally, the basic functions associated with Comprehensive Site Planning include, but may not be limited to, the following: a site-wide CMP and area development plans, and comprehensive site planning capabilities. The sub-functions of the comprehensive site planning capabilities include the communications strategy, Integrated Project Teams, and process improvements and revision/development of procedures. The dashboard will be reviewed with NA-LA on a monthly basis or as necessary and appropriate.

Real Estate Tracking and Prioritization Tool

Triad will continue to identify all active and planned Real Property Actions including leases, easements, licenses, permits, etc. associated with LANL through the use of a Real Estate Tracking and Prioritization Tool. This corrective action provides a structured method for identifying Real Property Actions, tracking and resolving issues and associated action items, and communicating status of real property actions. The tool has been developed and is being used by the NNSA Real Estate Contracting Officer (RECO), NA-LA, and Triad to report and manage Real Estate Action prioritization and status. It is considered a living document and is modified monthly as new actions are identified, and existing actions are completed.

Management Training for Real Estate Actions

Triad will work with the NNSA RECO and NA-LA to develop a training presentation that provides Triad managers and select staff training on Real Property Actions and associated real estate requirements. The objective of the training is to team with the RECO and NA-LA to raise awareness among managers and staff associated with Real Property Actions. The training would provide clear definitions and examples of Real Property Actions, associated federal requirements, and the appropriate process framework for executing requirements. It is intended

to minimize scope issues, while enhancing Triad's ability to identify and plan Real Property Actions early to ensure associated documents are high quality and timely.

Real Estate Document Quality Improvement

Triad will continue to improve real estate document quality by focusing on developing standardized document templates, desk guides and protocols for real estate action documents. The templates, desk guides and protocols are closely coordinated with applicable NNSA guidance, requirements and directives. This corrective action is designed to ensure consistency among all real estate documents with respect to format, content, and compliance with requirement

Campus Master Plan Communications Strategy

Triad will continue to develop a CMP Communications Strategy focused on ensuring that the comprehensive site planning capability includes a strong and flexible communications strategy. The communications strategy will address both the development and implementation of the CMP, including associated area development plans. The strategy will be presented as a plan and that addresses a broad and dynamic communications network with a variety of customers and stakeholders. Customers and stakeholders under consideration include, but are not limited to, the following: NNSA (Headquarters and NA-LA); Triad (Senior Management through subject matter experts); external stakeholders (local municipalities, pueblos, and other Federal Agencies); and, the general public. To be effective, the strategy must provide an implementation framework with several different categories or levels of communication using multiple tools and modes of communication. The plan will include, but will not be limited to, the following elements: purpose and need; scope of plan; CMP background and overview; key customers and stakeholders; scope of communications strategy; and, appendices (e.g., customer and stakeholder networks, communication drivers, and reference material). In general, the strategy will address the purpose of communication (i.e., driver and objective), the nature of communication (i.e., the audience/subject/content), and the mode of communication (e.g., meetings/deliverables/multi-media, etc.). The strategy will be developed and executed through open and frequent communication with NA-LA, while carefully considering existing coordination processes between NA-LA and Triad management and other staff.

Revision of Site Planning Procedure P941

Triad will thoroughly evaluate and revise the Site Planning Procedure P941 to reflect recent changes in direction from NA-LA and associated changes in comprehensive site planning at LANL. After decades of inadequate site planning, Triad is now fully engaged in transitioning the LANL site operations to include an institutional comprehensive site planning capability. Revision of P941 will reflect development of a Campus Master Plan, associated area development plans, and necessary changes to key processes used for site infrastructure and land use planning.

Acquiring New Resources for RPAM Implementation

Triad will continue to acquire, as needed, new resources for RPAM implementation. Recent efforts have focused on strategically hiring personnel with critical experience and skills in real estate actions and processes. The objective of this corrective action is to continue to grow staff

currently working on Real Property Actions to ensure Triad's role in implementing requirements and directives is responsive to NNSA needs, efficient, high quality, and timely.

Corrective Actions Tracking and Reporting

As this RPAM CAP is implemented, IFPROG will maintain open and frequent communications with NA-LA. The CAP has been entered into Triad's Issues Management System (record number 2020-0440) and will be tracked and closed out accordingly. Changes to the plan will be communicated in advance and will include a justification and clear description of the scope and/or schedule changes. Otherwise, the status of each corrective action will be tracked, routinely communicated, and completed, using the Status Tracking Dashboard referenced above, and RPAM CAP Status Tracking Table.

Edmond Keith, Program Director

Triad Infrastructure Programs Office

Date

IFPROG RPAM Corrective Actions Status Tracking Table
Ver. 9/18/2020

Action	Description	Responsible Party/POC	Due Date	Status/Comments
RPAM Assessment Tool	Develop/utilize a new RPAM Assessment Tool	Gary Watkins/Rae Anne Tate/Todd Haagenstad	July 2020	Developed and in use – 100% complete; future revisions will be implemented as required
Status Tracking Dashboard	Develop/utilize a new RPAM/Comprehensive Site Planning Status Tracking Dashboard	Gary Watkins/Rae Anne Tate	July 2020	Developed and in use – 100% complete; future revisions will be implemented as required
Real Estate Tracking and Prioritization Tool	Develop/utilize a new Real Estate Tracking and Prioritization Tool	Gary Watkins	May 2020	Developed and in use – 100% complete; future revisions will be implemented as required
Management Training for Real Estate Actions	Develop/utilize new Management Training for Real Estate Actions	Gary Watkins	September 2020	FY20 initiative – 100% complete; collaborative training strategy between NNSA, NA-LA, and Triad will be developed and pursued in FY21
Real Estate Document Quality Improvement	Modify work processes to improve the quality of Real Estate Documents	Gary Watkins	July 2020	Developed and in use – 100% complete; future revisions will be implemented as required
Campus Master Plan Communications Strategy	Develop/utilize a comprehensive Campus Master Plan (CMP) Communications Strategy	Gary Watkins/Todd Haagenstad	August 2020	Developed and in use – 100% complete; future revisions will be implemented as required
LANL Planning Procedure Revision	Revise the LANL Site Planning Procedure P941	Gary Watkins/Rae Anne Tate	July 2020	Document revisions complete – 100% complete; Triad Policy Office is in the administrative process of issuing the P941 revision
New resources to support RPAM implementation	Acquire new resources (personnel) to support RPAM implementation	Gary Watkins	June 2020	Hiring completed – 100% complete